

ADMINISTRATIVE - INTERNAL USE ONLY

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MEMORANDUM FOR: Executive Director

FROM: Robert M. Gates  
Deputy Director for Intelligence

SUBJECT: Policy Concerning Agency Position Average Grade

REFERENCE: Your Memo dated 6 November, Same Subject, ER 85-4358

1. Although the grade point deficit has had marginal impact on the DI (to cover our 344 point shortfall, OP recently allocated 200 points), I feel strongly that we should not place arbitrary constraints on managerial flexibility. Good planning does not foresee every organizational need.

2. The OP "policy" paper and your covering memo imply that grade creep has to be "bound" by planning and, as creep, is suspect. I submit that higher grades for positions within the DI will continue to result from job enrichment, application of higher level skills, the complexity of issues addressed, etc., not from bureaucratic grade creep. It is difficult to "bound" this growth in an era where not only is our product highly regarded, but the technology and expertise we employ is rapidly changing and cannot always be anticipated.

3. We need means to facilitate our position structure requirements and without another tool, the use of deferred allocations should continue. If our current effort to raise the average grade via the budget process is successful, steps should be taken to include accurate grade data systematically in the annual budget process. It is obvious that past failure or refusal to do so exacerbated our current situation.

Robert M. Gates

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